

Section I



The Division Of Travel Development



Roles - What We Do

The Division of Travel Development's mission is to *make Utah a better place to live by increasing the economic contribution of tourism.*

In other words, the Division's charge is to help improve the quality of life for Utah residents through the economic activity derived from purchases made by out-of-state visitors, and through the intangible benefits that come from the cultural exchange intrinsic in tourism. Also, as a compliment to county- or destination-based tourism promotion, the Division's role is to position the "*Utah!* Brand".

Tourism contributes over \$4 billion to Utah's economy each year.

As a Division we support tourism businesses and destination marketing partners in the following capacities:

Scanner

Investigating, finding, observing, defining, developing, and interpreting information, which describes the economic condition of the tourism sector; providing the raw material for situation analysis

We scan, manage, and disseminate key insights from data, trends, and regularly published research. We interpret and analyze the condition of the tourism economic sector. This information is used by other public sector decision-makers, private businesses, investors, and analysts.

Convener

Assembling the various participants in the tourism community to identify and take advantage of opportunities of commonality. Cooperation and collaboration are the desired outcomes of convening

We identify common objectives, which, if pursued together, can create an efficient, consistent message and communications theme.

Facilitator

Providing assistance, support, encouragement; generating demand for destinations through effective promotion of the Utah! Brand

One of the functions of the Division's branding efforts is to generate demand for the Utah tourism product in the face of superb competition. This assignment falls to state

government in part because most destinations' energy and resources are dedicated to that particular destination, rather than coverage of the collective interests.

Positioning Utah As A Destination

All of the programs conducted by the Division of Travel Development work toward the goal of promoting Utah as a preferred destination. The "backdrop" of the Division's programs is promotion of the *Utah!* Brand.

What Is "Branding"?

Branding is simply making a promise. A Brand is a distinctive identity, which differentiates a promise associated with a set of products and services, and indicates the source of the promise.

What Is The Promise Of The *Utah!* Brand?

For active, destination-oriented individuals and families seeking rejuvenation and relaxation, Utah has world-class red rock and alpine beauty, diverse activities and adventures in an accessible and friendly Western atmosphere.

How Is The *Utah!* Brand Promise Communicated?

The promise of the *Utah!* Brand is communicated by telling interesting stories about "a day in the life" ...

How Do These Stories Lead To Utah Visits?

Telling these stories through our communications leads to Utah visits by reaching basic, innate emotional needs for discovery, recovery, relaxation, rejuvenation, and accessible recreation.

The Relationship Between This Document And The Long-Range Strategic Plan

This document is meant to be a “living entity:” A user-friendly guide to the programs and branding efforts conducted by the Division that will continue to grow and evolve through time. By visiting the on-line version of this plan located at travel.utah.gov, you can stay current on the Division’s advertising and marketing plans, as well as the goals and operations of specific programs.

This plan relates to the Division’s Long-Range Strategic Plan by providing information of an immediate nature. This includes an ongoing situation analysis for Utah’s tourism industry, and information on the Division’s advertising strategy and current campaigns. The program overviews in this plan provide a link between the strategic plan and the specific tasks carried out by Division staff. These tasks are the most dynamic portion of the strategic plan. Change in program tasks reflects the Division’s accomplishments, as well as a commitment to considering current realities in the tourism industry.

The Strategic Planning Tree

A few years ago the Division of Travel Development created an analogy to help explain the relationship between the long-term strategic vision and the specific tasks and actions taken by the Division's program managers in pursuit of these goals.

The Analogy Likened The Division of Travel Development To A Tree.

As with any strong tree, our analogy must start at the roots or foundation of support. The roots of a tree spread far and wide to assure an adequate stream of nourishment to keep the tree alive and healthy. The *roots* of the Division of Travel Development represent an underlying assumption that an *adequate funding stream* will be available so Division programs can keep pace with development opportunities, and the rising costs of marketing communications. To accomplish this goal we seek innovative ways to fund our programs including performance-based, dedicated funding, public/private partnerships, and increased legislative support.

The trunk of the tree is the central support that helps ensure growth to the many branches that expand its reach. The Division's *trunk* focuses our *mission*, "to make Utah a better place to live by increasing the economic contribution of tourism."

From that single-minded idea grow the Division's four primary *branches*, or *Strategic Vision Statements* to accomplish our mission:

- *First*, develop and maintain a comprehensive communications plan.
- *Second*, assist in the development of high-quality infrastructure, destination-oriented products and attractions.
- *Third*, educate a critical audience on the value and benefits of destination tourism, the role and importance of hospitality, and the opportunities for intrastate travel and recreation.
- *Fourth*, base strategic decisions, program design and outcome measurement on research and quality data management.

From each of the four primary branches come a multitude of smaller branches, or *actions and programs*. Some of these include:

- Positioning the Utah! Brand (see above)
- Designing consumer communications programs that accentuate Utah's unique qualities
- Creating opportunities to maximize year-round visitation

- Supporting the development of destination products
- Advocating for responsible use of natural resources
- Educating tourism development partners and the general citizenry on the economic, social, and cultural benefits of destination tourism
- Supporting the efforts of local tourism entities who may desire to encourage intrastate travel and recreation
- Conducting research to provide a background for formulating program goals as well as a mechanism for measuring program effectiveness.

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